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20 July 1954

MEMORANDUM FOR: The Comptroller
THRU: Director of Training
SUBJECT: Human Resources Program in the Office of the Comptroller

1. The $\frac{1}{2}$ hour initial phase of the Human Resources Program was conducted with three groups of supervisors within the Office of the Comptroller, 21 June through 16 July, and with senior officials from your Office who met with the Human Resources groups that were selected from throughout the DD/A complex, 1 February through 21 April 1954.

2. At the conclusion of presenting the Human Resources Program in an organisational component, it is customary to submit a summary report to the Office Head so that he may have the benefit of the problems discussed and the suggestions proposed in the individual conferences and group discussions in this basic approach to supervisory training.

3. The single fact that has impressed me most in my contacts with supervisory personnel in your Office is the friendly and constructive atmosphere that emanates from the front office and works down in varying degrees through the operating units.

4. The second strong asset appeared to be the experience and proven know-how in the technical details of fiscal and related operations of a large proportion of the supervisory group.

5. The third constructive element seemed to be the interest and willingness of members of your supervisory force to participate actively in making the Office of the Comptroller one of the best managed Offices in the Agency.

6. The directions for strengthening the management processes appeared to be in terms of: (a) shaking down, clarifying, and writing up operating procedures so that both your "customers" and your own personnel will have clearer guide lines for action; (b) making sure that the requirements for each job in the T/O are clear and definite; and (c) making numerical provision for the personnel training and export functions of the Office.

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7. I am sure that within the Office of the Comptroller you have the resources for doing an excellent management development job, provided one individual in the front office can give the time and energy to supervising the project; and provided that members of the top staff can spend a reasonable amount of time physically in the operating units, not only reviewing and inspecting the troops, but insuring that each employee has few unanswered questions regarding his place in the organization and his future opportunities. This personal communication is, I believe, the key to developing the degree of continuous communication on policy, procedures, and working liaison relationships that seemed to be a strongly expressed need among supervisors from the different segments of Compt.

8. I would suggest that the management needs be discussed at your Office, division, and branch level staff meetings; that a consensus of priority needs be screened out of these discussions; that two or three target objectives be selected for attention during the next twelve months; and that a practicable program of action be worked out. An evaluation of progress could be made in a year, and a realignment of objectives could then be made for the succeeding twelve months.

9. From the contacts that I have had with the members of your Office, my estimate of the priority interests toward the improvement of management in Compt. would be:

- a. Clarifying operating policy and procedures and putting them in written form for the guidance of Compt. staff and for the guidance of the operating offices you serve.
- b. Tightening provisions to insure that appropriate personnel in the operating ("customer") offices understand and follow correct procedures.
- c. Recognizing the size of the training function within Compt. and providing personnel slots to take care of the current turnover of trainees in transit.
- d. Nailing down the elements of what is expected of a supervisor in Compt. especially with reference to: (1) time to be given to the management and supervision of people as contrasted to the supervisor's natural interest in his own field of specialization; (2) planning for the future; (3) estimating capabilities realistically; (4) seeing that Compt. personnel know what they need to know about intelligence operations to do their work well.

More important than any points of view that I might express would be the concrete, practical suggestions that I am sure you will secure from members of your supervisory group.



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Chief, Management Training Division

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